# CONNECTING CLALLAM

DRAFT 2018

## Clallam Transit System's Long-Range Comprehensive Plan

Developed in compliance with Clallam Transit System's obligations as a public transportation benefit area authority pursuant to RCW 36.57A.050.

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# Connecting Clallam

**CLALLAM TRANSIT'S COMPREHENSIVE PLAN**

## INTRODUCTION

Clallam County benefits from a unique location between the peaks of the Olympic Mountains and the waves of the Pacific Ocean and Strait of Juan de Fuca. This special place we call home blurs the lines between the routines of the workweek and countless recreational opportunities. Our unique location brings with it its own transportation challenges. Steep topography, wet weather, and the rural nature of the county make planning for the future of public transportation particularly difficult. Shifting demographics and land uses add to the challenge.

Without proper planning, Clallam Transit would remain stagnant and fail to adapt to the changing transportation needs of the county. Therefore, in cooperation with the public, Clallam Transit has created **Connecting Clallam**, a comprehensive plan for public transportation in Clallam County. This plan aims to provide guidance to Clallam Transit's Board and staff as they make decisions shaping the future of public transportation.

With the public's guidance, Clallam Transit looks forward to serving the current and future transportation needs of Clallam County's residents and visitors.

## WASHINGTON STATE COMPREHENSIVE TRANSIT PLANNING REQUIREMENTS

The State of Washington requires a public transportation benefit area authority (such as Clallam Transit) to develop a comprehensive transit plan (RCW 36.57A.060). The plan will include, but not be limited to, the following elements:

- The levels of transit service that can be reasonably provided for various portions of the benefit area.
- The funding requirements, including local tax sources, state, and federal funds, necessary to provide various levels of service within the area.
- The impact of such a transportation program on other transit systems operating within that county or adjacent counties.
- The future enlargement of the benefit area or the consolidation of such benefit area with other transit systems.

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# Connecting Clallam

**CLALLAM TRANSIT'S COMPREHENSIVE PLAN**

## GOAL OF THE COMPREHENSIVE PLAN

**The comprehensive plan will provide guidance for the decisions made by Clallam Transit System's Board and employees that will shape the future of public transportation in Clallam County and the North Olympic Peninsula.**

## HOW TO READ THE COMPREHENSIVE PLAN

Each element of **Connecting Clallam** contains three sections: Principles, Policies, and Strategies. These sections provide the basis, direction, and ideas for shaping the future of public transportation in Clallam County.

### PRINCIPLES

Principles represent the philosophical foundation of transit planning. They are broad and unchanging, providing decision-makers a fundamental basis for the development of policies and strategies.

### POLICIES

Policies provide the guidelines decision-makers should follow to improve Clallam Transit. Policies are established through public input, legal advice, market analysis, and associated principles. They are more specific and are adaptable over time as the operating environment changes.

### STRATEGIES

Strategies are specific ways that Clallam Transit can move forward from its current practices. They are derived from principles and policies and aimed at improving public transportation in Clallam County. They are specific, implementable, and able to be changed to match shifting needs and opportunities.

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## HISTORY

The Clallam County Public Transportation Benefit Area (PTBA) was formed on July 24, 1979. CTS began operations in October of 1980. The agency started service with a fleet of twelve 22-passenger vehicles operating on ten routes. One year later, in 1981, paratransit operations began through contracted arrangements with local private transportation companies. Since then, CTS has experienced incremental changes in fleet size, operational characteristics, and service area. In 1984 the west end of the county was annexed into the PTBA. In April 2011, CTS assumed the day-to-day operations of providing the county's public specialized paratransit service to persons who have difficulty using the regular fixed route public transit service due to impairment or age.

## ORGANIZATION

CTS is organized into three departmental areas: Operations, Maintenance, and Administration. Oversight of all agency operations is the responsibility of the General Manager. Legal counsel is at the disposal of the General Manager as needed. Agency policy oversight is the responsibility of an appointed panel of elected officials. The three municipalities within the service area (Forks, Port Angeles, and Sequim) and Clallam County each appoint two elected representatives to the CTS Board. In accordance with state statutes, one labor representative serves as a non-voting member of the Board.

## TAXING AUTHORITY

Voters in Clallam County approved the collection of a sales tax not to exceed 0.3 percent of one cent to fund service in the PTBA. Through 1999 this local sales tax revenue was matched by revenues generated from the state motor vehicle excise tax (MVET). On April 25, 2000, Clallam County voters approved the collection of an additional 0.3 percent of one cent to replace revenue lost by the elimination of the MVET, thus providing a stable revenue stream to pay for public transportation services. As of 2017, Clallam Transit continues to collect 0.6 percent sales tax to fund its services.

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## OPERATING ENVIRONMENT: POPULATION

The 71,404 residents of Clallam County are largely concentrated in its three incorporated cities, Port Angeles (19,038), Sequim (6,606), and Forks (3,532). Other population centers include Carlsborg (995), Clallam Bay (363), Jamestown (361), Joyce, La Push (371), Neah Bay (865), and Port Angeles East (3,036). Outside of these areas, county residents live in low-density, rural environments.

Multiple Tribal Nations are located within Clallam Transit's service area. The Jamestown S'Klallam Tribe, the Lower Elwha Klallam Tribe, the Makah Tribe, and the Quileute Tribe are the initial residents of the North Olympic Peninsula and share their rich history and culture with the residents and visitors of Clallam County.

As of the 2010 United States Census, there were 71,404 people, 31,329 households, and 19,713 families residing in Clallam County. The population density was 41.1 people per square mile. There were 35,582 housing units at an average density of 20.5 per square mile. The racial makeup of the county was 87.0 percent white, 5.1 percent American Indian, 1.4 percent Asian, 0.8 percent black or African American, 0.1 percent Pacific Islander, 1.8 percent from other races, and 3.8 percent from two or more races. Persons of Hispanic or Latino origin made up 5.1 percent of the population (Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data, United States Census Bureau.)

There were 27,164 households out of which 25.7 percent had children under the age of 18 living with them, 53.9 percent were married couples living together, 9.0 percent had a female householder with no husband present, and 33.5 percent were non-families. 28.1 percent of all households were made up of individuals and 13.4 percent has someone living alone who was 65 years of age or older. The average household size was 2.31 and the average family size was 2.78.

The population distribution of Clallam County challenges the provision of public transportation. Routes connecting communities must travel many miles through areas of very low population density with limited potential for ridership.

## OPERATING ENVIRONMENT: LAND USE

Clallam County is located on the Olympic Peninsula in the northwestern corner of Washington State. According to the U.S. Census Bureau, the county consists of 1,738 square miles of land and 932 square miles of water.

According to 2002 data from the Clallam County Department of Community Development, approximately 57 percent of Clallam County consists of natural resource lands (including commercial forest, agriculture, and national forest land), 28 percent is part of Olympic National Park, 9 percent is rural land, 3 percent is tribal land, 2 percent is designated as the urban growth area, and 1 percent is urban areas.

With just one percent of the county designated with urban land uses, Clallam Transit must carefully balance its services to meet the intracity and intercity transportation needs of its customers.

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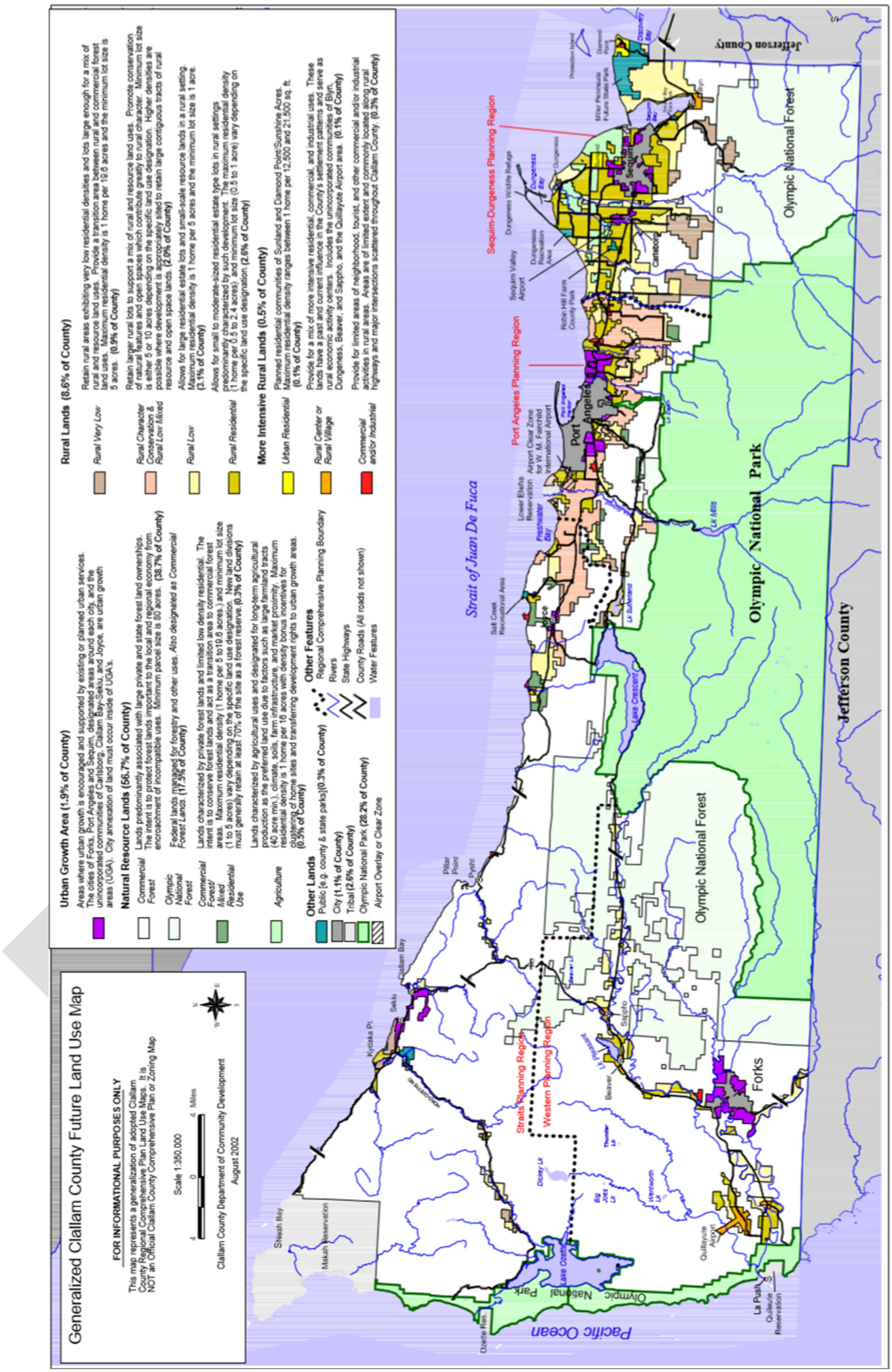
Generalized Clallam County Future Land Use Map
FOR INFORMATIONAL PURPOSES ONLY
This map represents a generalization of adopted Clallam County Regional Comprehensive Plan Land Use Maps. It is NOT an Official Clallam County Comprehensive Plan or Zoning Map
Scale 1:350,000
4 0 4 Miles
Clallam County Department of Community Development
August 2002
Urban Growth Area (1.9% of County)
Areas where urban growth is encouraged and supported by existing or planned urban services. The cities of Forks, Port Angeles and Sequim, designated areas around each city, and the unincorporated communities of Carlsborg, Dalton Bay-Sekiu and Joyce, are urban growth areas (UGA). City annexation of land must occur inside of UGA's.
Natural Resource Lands (56.7% of County)
Lands predominantly associated with large private and state forest land ownerships. The intent is to protect forest lands important to the local and regional economy from encroachment of incompatible uses. Minimum parcel size is 80 acres. (38.7% of County)
Commercial Forest
Federal lands managed for forestry and other uses. Also designated as Commercial Forest Lands. (17.9% of County)
Olympic National Forest
Lands characterized by private forest lands and limited low density residential. The intent is to conserve forest lands and act as a transition area to commercial forest areas. Maximum residential density (1 home per 5 to10.6 acres ) and minimum lot size (1 to 5 acres) vary depending on the specific land use designation. New land divisions must generally retain at least 70% of the site as a forest reserve. (0.3% of County)
Commercial Forest/ Mixed Residential Use
Lands characterized by agricultural uses and designated for long-term agricultural production as the preferred land use due to factors such as large farmlated tracts (40 acre min.), climate, soils, farm infrastructure, and market proximity. Maximum residential density is 1 home per 10 acres with density bonus incentives for clustering of home sites and transferring development rights to urban growth areas. (0.5% of County)
Agriculture
Other Lands
Public (e.g. county & state parks)(0.3% of County)
City (1.1% of County)
Tribal (2.6% of County)
Olympic National Park (28.2% of County)
Airport Overlay or Clear Zone
Other Features
Regional Comprehensive Planning Boundary
Rivers
State Highways
County Roads (All roads not shown)
Water Features
Rural Lands (8.6% of County)
Retain rural areas exhibiting very low residential densities and lots large enough for a mix of rural and resource land uses. Provide a transition area between rural and commercial forest land uses. Maximum residential density is 1 home per 10.6 acres and the minimum lot size is 5 acres. (0.9% of County)
Rural Very Low
Retain larger rural lots to support a mix of rural and resource land uses. Promote conservation of natural features and open spaces which contribute greatly to rural character. Minimum lot size is either 5 or 10 acres depending on the specific land use designation. Higher densities are possible where development is appropriately sited to retain large contiguous tracts of rural resource and open space lands. (2.0% of County)
Rural Character Conservation & Rural Low Mixed
Allows for large residential estate lots and small-scale resource lands in a rural setting. Maximum residential density is 1 home per 5 acres and the minimum lot size is 1 acre. (3.1% of County)
Rural Low
Allows for small to moderate-sized residential estate type lots in rural settings predominantly characterized by such development. The maximum residential density (1 home per 0.5 to 2.4 acres) and minimum lot size (0.5 to 1 acre) vary depending on the specific land use designation. (2.8% of County)
Rural Residential
More Intensive Rural Lands (0.5% of County)
Planned residential communities of Sunland and Diamond Point/Sunshine Acres. Maximum residential density ranges between 1 home per 12,500 and 21,500 sq. ft. (0.1% of County)
Urban Residential
Provides for a mix of more intensive residential, commercial, and industrial uses. These lands have a past and current influence in the County's settlement patterns and serve as rural economic activity centers. Includes the unincorporated communities of Blyn, Dungeness, Beaver, and Sappho, and the Quillayute Airport area. (0.1% of County)
Rural Center or Rural Village
Provides for limited areas of neighborhood, tourist, and other commercial and/or industrial activities in rural areas. Areas are of limited extent and commonly located along rural highways and major intersections scattered throughout Clallam County. (0.3% of County)
Commercial and/or Industrial
Strait of Juan De Fuca
Pacific Ocean
Olympic National Park
Olympic National Forest
Jefferson County
Port Angeles
Sequim
Forks
Sequim-Dungeness Planning Region
Port Angeles Planning Region
Strait Planning Region
Western Planning Region
Sekiu
Clallam Bay
Neah Bay
Makah Reservation
Pillar Point
Pysht
Lower Elwha Reservation
Freshwater Bay
Port Angeles Harbor
Airport Clear Zone for W. M. Fairchild International Airport
Sequim Valley Airport
Dungeness Recreation Area
Dungeness Wildlife Refuge
Dungeness Bay
Protection Island
Discovery Bay
Miller Peninsula State Park
Diamond Point
Richtr Hill Farm County Park
Lake Crescent
Lake Sutherland
Lake Mills
Beaver
Quillayute Airport
La Push
Quillayute Reservation
Olympic National Park
Lake Ozette
Ozette Reservation
Slab Creek Recreational Area

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## OPERATING ENVIRONMENT: ECONOMY

According to the U.S. Census Bureau, the median household income for Clallam County residents was $47,180 in 2016, approximately $15,000 less than the median household income for Washington State as a whole. Per capita income in Clallam County in 2016 was $26,967, 18 percent lower than the statewide average. 15.3 percent of the county's population lived in poverty in 2016, 4 percent higher than the statewide average.

Educational services, health care, and social assistance employees make up approximately 25 percent of the county's workforce. Retail trade (14 percent), the encompassing arts, entertainment, recreation, accommodation, and food services category (11 percent), and public administration (8 percent) round out the top employment industries of Clallam County's 28,000 employees. Approximately 23 percent of the workforce is employed by a governmental agency.

## OPERATING ENVIRONMENT: TRAVEL

Clallam County is traversed by U.S. Federal Route 101, linking the county with the Puget Sound region to the east and coastal Washington to the south. Washington State Route 110 connects Forks with La Push, while State Routes 112 and 113 connect northwest coastal communities with U.S. 101. Arterial streets provide connections between these highways and local surface streets.

There is no commercial air service provided at any of the county's five public use airports. William R. Fairchild International Airport (CLM) in Port Angeles was served by Kenmore Air until 2014. The nearest airports with commercial service are Victoria International Airport (YYJ) and Seattle-Tacoma International Airport (SEA).

Clallam County is connected to Victoria, British Columbia, by the MV Coho ferry, operated by Black Ball Ferry Line, Inc. This private vehicle and passenger ferry crosses the Strait of Juan de Fuca four times daily during the summer months and once daily during the winter. This ferry connection results in an increase in tourist traffic to the City of Port Angeles, as the terminal is directly adjacent to the city's central business district.

## OPERATING ENVIRONMENT: TOPOGRAPHY AND CLIMATE

Clallam Transit operates in a diverse topographical and meteorological environment. Eastern areas of the service area tend to be flatter and drier, while the rugged western portion of Clallam County receives nearly ten feet of precipitation annually. This challenging environment threatens the roadways upon which the agency operates. In particular, US 101 and State Route 112 suffer from structural damage resulting from topography and precipitation.

Clallam County is not free from the risks of natural disasters. Earthquakes, tsunamis, floods, windstorms, wildfires, and landslides are known risks of the area and regular preparations are made for possible major events. Clallam Transit must remain prepared for the challenges and responsibilities it faces in a natural disaster.

## OPERATING ENVIRONMENT: ENERGY

Recognizing that many natural resources are limited, Clallam Transit recognizes its role in supporting local, state, and Federal conservation goals. Through responsible management, the agency can help ensure resources remain available for future generations to enjoy.

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# Fixed-Route Service

**CLALLAM TRANSIT'S ROUTED BUS SERVICE**

Clallam Transit's fixed-route service forms the backbone of the regional transit network. The quality of a transit agency's vehicles, passenger amenities, and transit centers is often indicative of the support the agency receives from the public it serves. Clallam Transit strives to provide a transit network that generates community pride and support.

## GOAL OF FIXED-ROUTE SERVICE

**Clallam Transit's fixed-route service will provide a safe, comfortable, cost effective, and efficient transportation option for Clallam County's residents and visitors.**

## FIXED-ROUTE SERVICE DESIGN PRINCIPLES

### 1. NETWORK

***Routes should be designed in the context of other routes and transit facilities.*** Transit routes are a part of a transportation network. Routes lacking strong connection to the greater network will perform more poorly than a well-connected route.

### 2. INDEPENDENT UTILITY

***Routes should be designed to access a mix of uses and have utility independent of transfers.*** Routes serving multiple residential and commercial land use areas provide riders with more trip possibilities and, therefore, enjoy higher ridership potential.

### 3. GENERALIZED SERVICE VERSUS SPECIALIZED SERVICE

***Route design should focus more on generalized service, rather than specialized service, for greater ridership gains based upon equivalent capital investments.*** Routes attempting to serve a specific location are cost-intensive and generally have low demand in the subordinate direction.

### 4. MULTIPLE DESTINATIONS

***Generalized service routes should be designed to serve multiple origins and destinations.*** Routes depending solely upon activity centers at terminals will underperform routes having intermediate origins and destinations along the route.

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5. ROUTE TERMINALS

***Routes should be designed with anchors in activity centers with healthy mixes of employment and housing.*** Ending a route in a low-density environment usually results in vehicles becoming progressively emptier as the route progresses. Strong anchors at each end of a route support higher ridership throughout the entire route.

6. INTERLINING OF ROUTES

***Routes should be designed to interline with other routes, rather than terminating in a central business district.*** A route increases its usefulness for passengers when it continues to points beyond a central business district. Interlines work best when they do not reverse direction in the central business district (riders would not likely ride back in the direction of their origin).

7. ROUTE LENGTH

***Routes should be designed to be as long as practicable without being wasteful, unreliable, or inoperable due to the lack of recovery opportunities.*** Longer routes have more origin-destination pairings, increasing their usefulness. Without a very high frequency of service, short routes compete with non-motorized modes of transportation.

8. ARTERIAL TRAVEL

***Under most circumstances, routes should be designed to travel on arterials.*** Arterial streets are usually more structurally appropriate for fixed-route vehicles and provide a better balance of speed and access than residential streets. Exceptions to this principle would include locations where residential streets are used for turning a bus around, for safety reasons, or where a non-arterial street has been upgraded specifically for transit purposes.

9. SPEED VERSUS ACCESS

***Routes should be designed specific to the speed and access needs of the areas/populations they serve.*** Generally speaking, the speed of a transit route decreases as access increases. Express services with few stops compete better with personal vehicles, but access to these services becomes limited. A balance of speed and access should be considered when planning routes.

10. CONVERGENCE OF ROUTES

***Routes should be designed to converge on higher density centers and corridors to increase frequency and facilitate short, spontaneous trips.*** As multiple routes converge in a central business district, scheduling of routes should be considered to ensure a benefit from increased frequency (each of four buses per hour should pass a given point every 15 minutes, not two buses passing at the same time every 30 minutes).

11. ROUTE SPACING

***Parallel routes should be spaced far enough apart so that service is not duplicative.*** Most passengers will walk up to ¼-mile to access transit. Therefore, routes should generally be placed a minimum of ½-mile apart to avoid the unnecessary duplication of routes.

12. LOOPS AND CIRCLES

***Under most circumstances, routes should be designed to avoid loops and circles.*** The shortest distance between two points is a straight line. Passengers do not want to travel out of direction to reach their destination, so loops decrease the attractiveness of transit. Loops also risk competition from faster, less expensive non-motorized modes.

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### 13. MIDDLE GROUND

***Where possible, routes should travel along corridors having ridership generators on either side in such a way that the route bisects destinations rather than skirting the periphery or along physical barriers such as rivers, ledges, or lakes.*** Topography and barriers should be considered when planning routes.

### 14. OPPORTUNITY COST AND CHANGE

***Route design should focus more on providing good service and network design, rather than ridership preservation, to increase overall ridership.*** Reallocation or restructuring of service to better fit good service and network design will typically result in increases in ridership. Despite this opportunity, there will always be pressure to maintain current service in order to preserve current riders' travel habits. Hence, ridership growth will always be pitted against ridership preservation.

### 15. BUS STOPS

***Fixed bus stops are preferred to flag stops.*** Bus stops add safety and predictability for passengers and drivers.

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# FIXED-ROUTE SERVICE DESIGN POLICIES

Clallam Transit's service design policies are based upon the fixed-route service design principles and should be used by staff, the Board, and the public to help guide decisions related to service planning. Some policies relate to the system in general, while other policies are geared toward a specific type of service. It should be the goal of Clallam Transit that all of its services comply with these policies to the greatest extent possible.

The agency's fixed-route service design policies are included as Appendix A.

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## FIXED-ROUTE STRATEGIES

In an effort to improve the fixed-route services Clallam Transit provides to the communities it serves, the following strategies are recommended by this Comprehensive Plan:

**Designate fixed bus stops in incorporated areas in accordance with stop placement policy**

**Replace "loop" routes with linear routes**

**Expand span of service to meet the needs of passengers with varied work schedules**

**Regularly review route performance to improve network efficiency**

**Cooperate with other partner agencies to ease the placement of bus stops**

**Cooperate with Jefferson Transit Authority to ensure smooth regional connections**

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# Clallam Connect

## CLALLAM TRANSIT'S PARATRANSIT SERVICE

Clallam Connect, Clallam Transit's paratransit service, is an essential component of the suite of services provided to area residents and visitors. Clallam Transit provides this service in compliance with the Americans with Disabilities Act of 1990, serving those passengers who have completed an application and proven they meet at least one of the following criteria:

- are at least 80 years of age,
- are unable to access a bus stop due to a disability,
- are unable to get on or off a lift/ramp-equipped fixed-route transit vehicle due to a disability,
- and/or cannot successfully plan and execute a fixed-route transit trip due to a disability.

Clallam Connect serves any location within Clallam County accessible to paratransit vehicles. In compliance with Federal law, locations within ¾-mile of any fixed route are served at the same fare as fixed-route service. Locations located beyond the ¾-mile boundary are currently served upon payment of an additional per-mile fare.

Because paratransit service serves far fewer passengers per revenue hour, it is much more expensive to operate than fixed-route service. Therefore, passengers are encouraged to utilize Clallam Transit's fixed-route services whenever possible.

## GOAL OF CLALLAM CONNECT

**Clallam Connect will provide service complimenting Clallam Transit's fixed-route service in compliance with all Federal regulations.**

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# CLALLAM CONNECT PRINCIPLES

## 1. PURPOSE

***Clallam Connect is an origin to destination, shared ride service.*** Paratransit service provides shared transportation for those unable to access fixed-route service. It is not a taxi service and, like the fixed-route service it compliments, may require waits, out-of-direction travel, and transfers. Depending upon the needs of passengers, the service may extend as far as the exterior doors of the passenger's origin and/or destination.

## 2. COMPLIANCE

***Compliance with Federal service criteria is required.*** The Americans with Disabilities Act sets specific service and eligibility criteria for paratransit services. These guidelines ensure passengers receive the transportation services they require.

## 3. SERVICE AREA

***Clallam Connect's service area will comply with Federal guidelines.*** Paratransit service is required within certain distances of fixed-route service. Although Clallam Connect may wish to provide service in additional areas than those required, costs increase substantially as the service area expands.

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# CLALLAM CONNECT POLICIES

## 1. ELIGIBILITY

***Eligibility for Clallam Connect services will be based upon trip-by-trip eligibility.*** Customers whose eligibility is dependent upon specific conditions (stop too far to reach on foot, sensitivity to extreme temperatures, etc.) will be provided transportation only for trips where these conditions exist. This policy ensures that public resources are used responsibly and fairly.

***Eligibility will be limited to persons meeting Federal guidelines for paratransit service.*** Because of the high cost of providing paratransit service, strict eligibility guidelines will be upheld.

## 2. SERVICE AREA POLICY

***Clallam Connect will serve all accessible locations within ¾-mile of a fixed-route service route.*** Serving areas beyond the ¾-mile boundary results in increased costs that, unless recovered completely by per-mile pricing, create a significant financial hardship on the agency.

***Service to areas beyond the ¾-mile boundary will require at least 100 percent recovery of all operating costs directly incurred as a result of providing the service.*** Because offering service beyond the ¾-mile boundary is not required by Federal law, this service should not be subsidized at the same rate as mandated service.

## 3. SERVICE SPAN POLICY

***Clallam Connect will provide service at times mirroring the service times of fixed-route service.*** To be fair to passengers on fixed-route service, Clallam Connect service will operate with a similar span and frequency as fixed-route service. This helps avoid incentivizing the use of the more expensive paratransit service.

## 4. TRAVEL TIME

***Travel times via Clallam Connect will be comparable to travel times via fixed-route service.*** When calculating travel time as a comparison, time spent by a fixed-route customer to reach a transit stop, wait for a transit vehicle, and transfer, if applicable, should be considered.

## 5. RESERVATIONS

***Passengers will be provided a 7-day window for booking trips on Clallam Connect.*** This window allows customers enough time to make plans. This is especially important for those wishing to use Clallam Connect to reach medical appointments.

## 6. SAFETY

***Unless specifically exempted by a physician's note, the use of safety belts will be required for all riders aboard Clallam Connect. Securements for mobility devices will also be required.*** Safety is Clallam Transit's highest priority. Safety devices aboard Clallam Connect vehicles help maintain safety for customers and employees.

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# CLALLAM CONNECT STRATEGIES

In an effort to improve the paratransit services Clallam Transit provides to the communities it serves, the following strategies are recommended by this Comprehensive Plan:

**Limit eligibility to a trip-by-trip basis for clients with conditional eligibility**

**Improve accuracy of eligibility testing through the use of a mobility coordinator**

**Make more frequent use of transfers to minimize system redundancy**

**Increase enforcement of no-show and late cancellation policies to reduce unnecessary trips**

**Explain fixed-route service whenever Clallam Connect services are explained in public forums**

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# Vanpool

## CLALLAM TRANSIT'S EXTENSION

As Clallam Transit's ridesharing program, vanpool helps extend the reach of the agency's services beyond its fixed-route network and schedule. Vanpools are generally used by commuters whose work schedules do not match with existing fixed-route service, who work in areas not served by fixed-route bus service, or who prefer a cost-effective alternative to driving alone. Vans are owned, maintained, and insured by Clallam Transit and fares are set to recover the cost of providing the service.

## GOAL OF VANPOOL

**Clallam Transit's ridesharing program will reduce the total miles driven by privately-owned vehicles in Clallam County at no net cost to the agency.**

## VANPOOL PRINCIPLES

### 1. PURPOSE

***Vanpool meets transportation needs not served by other modes of public transportation.*** Vanpool should not directly compete with fixed-route service. It can, however, efficiently move small groups of people in a way that reduces operating costs and energy consumption.

### 2. SERVICE AREA

***Vanpool is a regional service that can extend beyond Clallam County's borders.*** Vanpools with only one endpoint in Clallam County broaden employment opportunities for job seekers throughout the region.

### 3. BENEFITS

***Vanpool must compete reasonably with the cost, speed, and convenience of driving alone or carpooling.*** If Vanpool is too expensive, too slow, or too inconvenient, travelers will seek out other alternatives.

### 4. CONVENIENCE

***Vanpool is flexible.*** Vanpools can be scheduled to coincide with work schedules, increasing the convenience of the service.

### 4. CONNECTIVITY

***Vanpool requires connections.*** Vanpool users typically require another mode of transportation to reach the starting point of the vanpool trip. Facilities for drivers, transit users, cyclists, and pedestrians at vanpool meeting points increase the convenience of the service.

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# VANPOOL POLICIES

1. EQUIPMENT

***Appropriately-sized vans will be offered for vanpool use.*** Offering a variety of van sizes increases the efficiency of the service, reducing the cost for users.

2. SERVICE AREA

***All vanpools will have at least one endpoint within Clallam County.*** By only requiring one endpoint to be within Clallam County, the number of employment centers and residential areas served by Vanpool increases significantly. This increases job opportunities for residents throughout the region.

3. COST

***Vanpool fares will recover 100 percent of the costs of providing the service.*** The Vanpool program should be operated in such a way that reduces costs to users.

4. CONVENIENCE

***Vanpool is flexible.*** Vanpools can be scheduled to coincide with work schedules, increasing the convenience of the service.

5. SAFETY

***Vanpools will use vehicles inspected frequently and operated by trained drivers.*** To ensure the safety of Vanpool users and other traffic participants, Vanpools will only be driven by drivers who have completed a Clallam Transit training course.

6. COORDINATION

***Facilities and/or policies will exist to support the connection between other modes of transportation and Vanpool.*** Improving options for Vanpool users to access the service increases the convenience of the service. Options such as bike racks, parking stalls, sidewalks, and transit passes all support increased Vanpool usage.

# VANPOOL STRATEGIES

In an effort to improve the Vanpool services Clallam Transit provides to the communities it serves, the following strategies are recommended by this Comprehensive Plan:

**Develop and distribute promotional materials to regional employers**

**Evaluate the cost/benefit of adding smaller vans (minivans) to the Vanpool fleet**

**Evaluate common paths of vanpools to ensure non-competition with fixed-route service**

**Utilize alternative fuels for vanpool vehicles whenever feasible and appropriate**

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# Future Modes and Methods

## CLALLAM TRANSIT'S ABILITY TO ADAPT TO CHANGE

Rapid advancements in transportation technology require Clallam Transit to remain current in mobility options for residents and visitors. Ridesharing apps, bike shares, and other options could provide opportunities for Clallam Transit to better meet its goal of providing the best public transportation network possible. By staying up-to-date on transportation modes and research, staff can make better informed decisions regarding the adoption and/or integration of future advancements.

## GOAL OF FUTURE MODES

**Clallam Transit will utilize future transportation modes when doing so serves stakeholders effectively and efficiently.**

## FUTURE MODES POLICIES

1. RESEARCH

***Staff will exercise due diligence in researching new or untested modes and technologies.*** There is inherent risk involved in being "the first one on the block" to use a new technology. A proper balance of research and risk should be reached to avoid predictable failures.

2. COST

***The cost of implementing a new mode or technology will be proportionate to the number of anticipated users.*** The cost per use should be considered to ensure a new mode or technology does not disproportionately come at the expense of others using time-tested means.

3. SAFETY

***The safety of customers' persons and information is paramount.*** New modes and technologies must maintain Clallam Transit's unwavering dedication to safety

## FUTURE MODES STRATEGIES

In an effort to improve the Vanpool services Clallam Transit provides to the communities it serves, the following strategies are recommended by this Comprehensive Plan:

**Visit partner agencies making use of new modes and methods**

**Research successful and unsuccessful implementation examples**

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# System Integration

## CLALLAM TRANSIT'S COORDINATED SERVICES

Clallam Transit operates a transportation network serving the needs of the traveling public throughout Clallam County. This network works most efficiently when the various modes of Clallam Transit complement each other. Both internally and to the public, Clallam Transit should encourage users to make full use of the entire suite of its services.

1. VANPOOL > FIXED-ROUTE
Members of Vanpools can make use of Clallam Transit's fixed-route service for spontaneous midday trips or for an alternate ride during non-standard work hours.

2. VANPOOL > CLALLAM CONNECT
Customers who use Vanpool and are eligible for Clallam Connect services can utilize the service to reach the start and end points for the Vanpool trip.

3. CLALLAM CONNECT > FIXED-ROUTE
Clallam Connect users can turn to fixed-route services in urban centers with bus stops that are accessible and close to businesses.

4. CLALLAM CONNECT > VANPOOL
Clallam Connect users can expand the range of job opportunities by joining a vanpool.

5. FIXED-ROUTE > VANPOOL
Using fixed-route service to reach vanpool origin points reduces the need for large parking lots and increases fixed-route ridership.

6. FIXED-ROUTE > CLALLAM CONNECT
Fixed-route customers who, over time, become eligible for Clallam Connect make an easy transition by being already familiar with Clallam Transit's services and options.

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# Infrastructure

## CLALLAM TRANSIT'S FACILITIES AND EQUIPMENT

Investments in infrastructure help Clallam Transit meet its mission to provide safe and reliable public transportation. Through the Transit Development Plan, Clallam Transit identifies and prioritizes investments to ensure cohesion with the agency's short- and long-term planning goals. Without a regular and thoughtful review of infrastructural investments, unnecessary financial and human resources may be spent on projects failing to advance Clallam Transit's goals.

## GOAL OF SYSTEM INFRASTRUCTURE

**Investments in Clallam Transit's infrastructure will be made in a fiscally and environmentally responsible manner in support of the agency's mission and goals.**

## INFRASTRUCTURE PRINCIPLES

### 1. SUPPORT

***Successful infrastructure investments align with the mission, long-term goals, and long-range plan of a transit agency.*** To ensure that infrastructure investments are cost-effective, useful, and efficient, capital projects must support long-term agency objectives. Infrastructure built with the support of Clallam Transit's coordinated long-range vision is more likely to succeed than infrastructure built independent from system-wide goals.

### 2. OPERATING IMPLICATIONS

***System infrastructure has long-term implications for operational functionality.*** The design and siting of infrastructural investments can have significant long-term operational costs and impacts. These impacts should be considered as projects are developed.

### 3. FISCAL RESPONSIBILITY

***The public expects transit agencies to make infrastructural investments in a fiscally responsible manner.*** Customers and other non-riding taxpayers provide the funding necessary for Clallam Transit's infrastructure improvements. Therefore, expenditures should be made in a way that maximizes benefit while protecting against waste.

### 4. PREVENTATIVE MAINTENANCE

***Performing preventative maintenance extends the life of capital investments and can reduce the need for premature replacement.*** Conducting regular maintenance on capital investments is often more cost-effective and environmentally friendly than replacing a facility. Care should be taken, however, to take action once maintenance costs exceed replacement costs.

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### 5. STRATEGIC OPPORTUNISM

***When faced with free or low-cost capital opportunities, long-term operating expenses should be considered to prevent these investments from becoming liabilities.*** Free or inexpensive land or facilities offered to Clallam Transit may seem too good to decline. However, seemingly excellent development opportunities can become burdensome liabilities if not part of a long-range plan to improve service. While refusing donated or discounted capital may seem unwise, in some cases doing so prevents future financial strains.

### 6. CAPITAL INVESTMENT YIELDS

***Not every dollar of investment yields the same benefit.*** Capital investments should be designed to provide the greatest benefit. Cost effectiveness will vary and may not be subject to the same metrics.

## INFRASTRUCTURE POLICIES

### 1. CAPITAL INVESTMENT CONSIDERATIONS

***Clallam Transit will use a variety of considerations to evaluate the benefits of proposed capital projects:***

- **A.** ***Impacts to operations.*** Consider the impacts on operational cost, staff requirements, speed and reliability of service, and how the project supports the transit network and system.
- **B.** ***Impacts to the customer experience.*** Consider the impacts on ridership, customer comfort, and usability of the system.
- **C.** ***Expected lifetime.*** Consider options that may increase durability, reduce maintenance needs, and add value relative to the cost. Consider the expected useful lifespan of the capital investment.
- **D.** ***Impacts to safety and the environment.*** Consider safety, environmental, and other related impacts in comparison to expected impacts to customers and/or employees.

### 2. SPECIFIC INFRASTRUCTURE

- **A.** ***Property:*** Consider the capital investment considerations listed above prior to any sale or acquisition of property. Changes to Clallam Transit's ownership of property should be aligned with the agency's overall goals.
- **B.** ***Transit Centers:*** Invest in capital improvements aimed at making transit centers safe, comfortable, accessible, economically feasible, and operationally efficient.
- **C.** ***Park and Ride Lots:*** New park and ride facilities should be carefully located to maximize benefit and minimize negative financial, operational, and environmental impacts.

### 3. PASSENGER AMENITIES

- **A.** ***Bus stops:*** All fixed bus stops will feature uniform signs mounted in a manner identifying the area as a Clallam Transit bus stop. Signs should provide legible, accurate, and ADA-compliant information
- **B.** ***Benches:*** Passenger seating should be considered wherever:
    a. 10 or more average weekday boardings occur;
    b. two or more bus routes converge;
    c. and/or an adjacent ridership generator has a high proportion of users with limited mobility.
- **C.** ***Shelters:*** Shelters can encourage ridership by protecting waiting customers from inclement weather. Shelters also provide a location for posting important rider information. The placement and maintenance of shelters or other weather cover for passenger waiting areas will be encouraged wherever appropriate, including wherever:
    a. 25 or more average weekday boardings occur;
    b. two or more bus routes converge;

c. and/or an adjacent ridership generator has a high proportion of users with limited mobility.

**D.** ***Lighting:*** Pedestrian-scale lighting should be provided whenever possible at stops, benches, and shelters.

**E.** ***Bicycle facilities:*** Bicycles play an important role in solving the first/last mile problem faced by many transit users. Clallam Transit will accommodate bicycles at its facilities and on its vehicles.

**F.** ***Pedestrian infrastructure:*** As funding allows, Clallam Transit may partner with other agencies and local jurisdictions to improve pedestrian infrastructure in locations where there is a direct and tangible benefit to its customers attempting to access a transit stop or facility.

**G.** ***Accessibility:*** Clallam Transit will partner with agencies and jurisdictions to ensure bus stops are accessible to passengers using mobility devices. Such investments in infrastructure can often reduce long-term paratransit operational expenses.

4. CAPITAL IMPROVEMENT PLANNING

**A.** ***Transit Asset Management Plan:*** Clallam Transit will maintain a transit asset management plan covering a period of no less than six years and is in conformance with the Comprehensive Plan.

**B.** ***Capital Projects:*** Capital projects will adhere to the priorities listed within this section.

**C.** ***Capital Program Categories:*** Capital projects will be organized into categories to organize and communicate overall capital plans:

a. Vehicles
b. Facilities – Maintenance and Administration
c. Facilities – Passenger and Operational
d. Technology

## INFRASTRUCTURE STRATEGIES

In an effort to improve Clallam Transit's infrastructure, the following strategies are recommended by this Comprehensive Plan:

**Maintain a transit asset management plan outlining projects for each of the program categories listed in the Infrastructure Policies section above**

**Develop design standards for bus stop areas and amenities**

**Develop a plan to address transit accessibility issues for customers**

**Periodically review bus stop conditions and amenities**

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# Public Input and Communications

## CLALLAM TRANSIT'S CONNECTION WITH THE PUBLIC

Clallam Transit does not operate in a vacuum. On the contrary, the agency will only achieve its potential by working cooperatively and actively with municipalities and other agencies in its service area.

## PUBLIC INPUT AND COMMUNICATIONS GOAL

**CTS will communicate openly, frequently, and honestly with the community it serves.**

## PUBLIC INPUT AND COMMUNICATIONS PRINCIPLES

The principles listed below describe the foundation for CTS's communication with the public:

1. CONTINUOUS

   ***Frequent, honest, and open communication with the public demonstrates Clallam Transit's commitment to transparency.***

   Changes to transit service can have unforeseen impacts on the community. Open communication with stakeholders can help identify these impacts before unintentional harm occurs.

2. ACCOUNTABLE

   ***Proper recording of Clallam Transit's actions increases the agency's public accountability.***

   Public records allow for a common understanding of the agency's decisions and policies. Sharing these records with the public increases the public's trust in Clallam Transit.

3. ACCESSIBLE

   ***Providing access to non-technical documents, presentations, and other reports allows the public to monitor and respond to decisions made by Clallam Transit.***

   Industry jargon can make it difficult for a lay person to understand transit agencies' documents. Keeping things simple and accessible allows the public to believe Clallam Transit conducts its business honestly.

4. TWO-WAY COMMUNICATION

   ***Communication with the public should be a conversation, not a dictation.***

   Public transit agencies serve the public. Therefore, the public has the right to share its opinion of an agency's services.

5. TIMELY

   ***Sufficient time should be provided to allow members of the public to provide thoughtful input.***

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The request for public feedback should not be an "empty" request. The public should be given sufficient time to learn about, understand, and respond to actions proposed by Clallam Transit.

6. PURPOSEFUL

***Communication with the public should be conducted by knowledgeable staff trained to work with the public.***

Questions answered poorly or, even worse, inaccurately create frustration and disappointment. Accurate information provided by competent staff members creates trust and confidence.

## PUBLIC INPUT AND COMMUNICATIONS POLICIES

1. SERVICE CHANGES

***Prior to initiating service changes, Clallam Transit will undertake public outreach at a level reflecting the significance of the proposed changes. Public hearings, when appropriate, will be held at transit-accessible locations in the areas where changes are proposed to occur.***

Public outreach targeted to specific geographic areas or routes is appropriate when proposed changes are limited in scope. However, when proposed service changes have a broad impact or will likely impact a significant percentage of users, a more robust public outreach plan will be utilized.

2. FARE CHANGES

***Prior to initiating a change to its fare structure, Clallam Transit will carry out a Board-approved public outreach plan.***

Fare structure changes can have significant impacts on users of Clallam Transit. Therefore, any change proposal will include a public outreach plan approved by the agency's Board.

3. STOP CHANGES

***If a change to a stop is estimated to impact at least 10 percent of a route's total ridership, public input will be solicited prior to enacting the change.***

A stop serves as the point at which a rider accesses the transit network. Stop changes should be undertaken with regard to safety, stop spacing, roadway conditions, and proximity to destinations.

4. TRANSIT DEVELOPMENT PLAN

***Clallam Transit will hold at least one public hearing while developing its program for each annual update.***

As a public transportation benefit area in Washington State, Clallam Transit is required to prepare a six-year Transit Development Plan and annual report. This document provides updated information to the Washington State Department of Transportation on Clallam Transit's activities.

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## 5. COMPREHENSIVE PLAN

***Clallam Transit will provide opportunities for public input whenever the Comprehensive Plan is updated.***

Substantive changes to the Comprehensive plan will require a public outreach plan and public hearing.

## 6. TITLE VI REPORTING

***Clallam Transit will take steps to ensure no disproportionate impact to protected classes occurs during service and fare structure changes.***

As a public transportation benefit area in Washington State, Clallam Transit is required to prepare a six-year Transit Development Plan and annual report. This document provides updated information to the Washington State Department of Transportation on Clallam Transit's activities.

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# Fares and Finances

## CLALLAM TRANSIT'S FISCAL RESPONSIBILITY

Clallam Transit Service (CTS) maintains a convenient, reasonably priced fare structure aimed at increasing ridership within its service area. The fare structure was last revised March 2017.

A variety of methods exist for fare payment. To reduce the time required for on-board fare collection, the use of one of the pre-payment methods is encouraged. Employer-sponsored, organization-based, student, Summer Youth passes all provide customers with easy to use access to CTS services. Paper tickets and our Token Transit smart-phone application are alternative ways to purchase pre-paid fare media. Of course, cash and coin are accepted a fare boxes aboard all Clallam Transit vehicles.

Numerous other revenue sources exist for funding CTS's operating costs. Tax revenues from both Federal and State allocations as well as from taxes assessed with the Public Transportation Benefit Area provide the significant portion of CTS's financial resources. Government grants and revenues from advertising, parking and other sources further fund operating costs. These revenues should be used in a manner that upholds CTS's role as a responsible steward of community funds.

## GOAL OF REVENUES AND FARES

**Clallam Transit's revenue structure should appropriately balance farebox, tax, grant, and other revenues to provide high-quality and accessible service.**

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# REVENUES AND FARES PRINCIPLES

The principles listed below define CTS's fare structure. They provide guidelines to ensure the fundamental ideas behind the fare structure are understood by all. These principles are unchanging and will continue to serve as guidance for new and existing fare policies.

### 1. FARES MATTER

***Ridership increases are achieved by making public transportation cost effective and simple to use.*** Depending on the operating environment, type of transit service and current market demand, fare changes can play a role in the increase or decrease of ridership. The imposition of fares for most transit agencies means there is opportunity to provide more service to more people with the additional revenues.

### 2. PERCEIVED VALUE

***Fares and "local match" help avoid the pitfalls know to free commodities.*** Thomas Paine said, "What we obtain too cheap, we esteem too lightly." Fares provide the opportunity for riders to better appreciate the cost of service. This can facilitate better travel choices.

### 3. REVENUES AND SERVICES

***The amount of revenue collected correlates with the potential amount of services able to be provided.*** The amount of service CTS is able to provide is tied to the amount of revenue available from fares, taxes, grants, etc. When these revenue sources rise or drop, CTS must make decisions about the service level provided to maintain a sustainable budget.

### 4. DIVERSE RIDERSHIP

***A range of fare options recognizes the diversity of trips measured in customer attributes, distance, travel times and purpose.*** Many youth, college students, riders with disabilities and low-income riders rely on CTS to serve their transportation needs. A fare structure recognizing the diversity of customers' needs increases the use of CTS services.

### 5. OTHER REVENUES – SUPPLEMENT FARES

***The collection of tax, funding from grants, parking and other non-fare based revenues supplement revenue generated by customer paid fares.*** Although transit agencies often desire to be more dependent upon fares, non-fare based revenue sources help to keep service levels higher than would be supported by fares alone.

### 6. FISCAL RESPONSIBILITY

***The fiscally responsible use of revenues increases the public's confidence in transit agencies.*** A large portion of CTS's revenues come from tax-based funding sources. To earn taxpayer's confidence, CTS should be viewed as operating in a fiscally responsible way. CTS should always strive to achieve its objectives with the greatest efficiency and minimal waste.

### 7. ALIGNMENT WITH AGENCY PRIORITIES

***Revenue sources should support the priorities of an agency. A funding source (i.e. grant requirements) should not define the priorities of an agency.*** Some revenue sources, such as grants, often have specific stipulations that may not align with CTS's stated priorities and goals. Ensuring revenue sources support the agency's priorities reduces wasteful spending and improves CTS's overall public image.

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# REVENUES AND FARES POLICIES

## Revenues

### 1. STATE AND FEDERAL FUNDING

***CTS will work to maximize funding from state and federal sources as well as support efforts to increase such financial resources.*** State and federal funds are important for CTS to be able to maintain a desirable level of service. By supporting efforts to increase the available, CTS may find itself in a position to be better able to provide improved services to customers throughout the region.

### 2. PURSUIT OF GRANTS

***CTS will pursue grants in alignment with agency's priorities and the public good.*** Occasionally, grants are pursued simply for the attached dollars. Such grants have the potential to direct the agency's attention away from its stated goals and priorities. By pursuing grants that directly support CTS's priories, the agency helps to ensure the responsible use of revenues.

### 3. ADVERTISING

***CTS will limit advertising with any advertising done consistently with jurisdictional and community standards.*** Advertising provides an important source of revenue for CTS. However, the negative impacts of advertising on CTS riders and other community members can be notable. CTS should recognize this and ensure the attempt to secure revenue does not negatively impact public perception or ridership.

### 4. DEBT

***CTS will not incur debt.*** CTS operates on a pay-as-you-go basis. CTS will not incur debt or agree to other financial commitments beyond the balance of current or projected revenues.

### 5. NON-TRADITIONAL REVENUE SOURCES

***CTS will review the appropriateness, desirability, and purpose of potential non-traditional revenue sources.*** Numerous non-traditional funding sources, ranging from corporate sponsorship to donations in-kind to partnerships could potentially support achieving CTS's goals and policies. Prior to acceptance of such revenues, CTS should ensure the legality and implications surrounding such revenue sources.

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## Fares

The following fare policies articulate the guidelines for determining CTS's fare structure and collection. Each policy contributes to specificity and provides guidance towards reaching the overall goal of fare collection. These policies together establish a framework for determination and collections of fares.

### 1. PHILOSOPHY

***Encourage increased ridership by providing a convenient and reasonable priced method for citizens to enjoy the advantages of public transportation.*** Fares are only one of many factors influencing ridership numbers. However, CTS will encourage increased ridership by following the principles described earlier in this element and providing a sensible fare structure and payment method.

### 2. DETERMINATION OF FIXED ROUTE FARES

***While the fare structure will provide value to our riding customers, a system-wide fixed-route farebox return objective of 15 percent of the fully allocated costs of this service is maintained.*** CTS has agreed to a pro-ridership philosophy in determining fares; that is, ridership should be encouraged, even if that means riders pay a small share of the actual cost of the service.

### 3. COMPLEXITY OF FARE STRUCTURE

***Minimize complexity – emphasize a simple and easily understood system.***

### 4. PRE-PAYMENT OF FARES

***Increase pre-payment and reduce the use of cash.*** Prepayment of fares eliminates delays caused by on-board fare payment, increases the reliability of revenues, and encourages the use of transit for spontaneous trips. Increasing access to methods of pre-payment supports this policy. Examples of pre-payment methods include smart-phone apps, institutional bus pass programs, monthly and day passes.
By contract, monthly billing and post-payment may be allowed for employers, institutions and other groups participating in special pass programs. When possible, existing identification cards (e.g. Peninsula College) may be used to develop and implement pass programs for groups.

### 5. LOW-INCOME FARES

***CTS supports opportunities for low-income individuals to use public transportation at a discounted cost.*** Opportunities for low-income individuals to use public transportation should be made available through community programs subsidizing the purchase of standard fare instruments rather than as direct CTS discounts or special fare structures. This strategy helps manage eligibility challenges and supports broader social service goals of the communities served by Clallam Transit .

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# REVENUES AND FARES STRATEGIES

## 1. CONTINUE TO RESEARCH ALTERNATIVE FARE MEDIA

***CTS should continue to evaluate opportunities to improve the ease of fare payment for customers.*** By exploring options such as rolling monthly passes, transit ridership plans, smartcard or smartphone improvements, etc. CTS may be able to improve speed and reliability (quicker payment means the bus may leave the stop sooner), and increase transit attractiveness by simplifying payment options. Additionally, CTS should investigate fare structures that charge in proportion to the services provided.

## 2. CONDUCT PERIODIC REVIEWS OF FARE STRUCTURES

***CTS should review its fare structure on a regular basis to ensure its compliance with the Comprehensive Plan and any applicable laws.*** Because the fare structure also has an effect on ridership levels, impacts to ridership stemming from the fare structure should also be considered during a periodic review.

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# Interagency Coordination

## CLALLAM TRANSIT'S COOPERATION WITH MUNICIPALITIES AND OTHER COMMUNITY AGENCIES

Clallam Transit does not operate in a vacuum. On the contrary, the agency will only achieve its potential by working cooperatively and actively with municipalities and other agencies in its service area.

## GOAL OF INTERAGENCY COORDINATION

**Clallam Transit will actively communicate and coordinate with the municipalities and agencies in its service area.**

## INTERAGENCY COORDINATION PRINCIPLES

The principles listed below describe the foundation for CTS's interagency coordination:

1. BUILDING STRONG PARTNERSHIPS

***Building strong partnerships with other agencies strengthens Clallam Transit's position in the community.***

Clallam Transit operates its vehicles on facilities managed by other agencies. Working cooperatively with other agencies allows Clallam Transit to be proactive as changes are planned to its operating environment rather than functioning reactively to surprises. Having transit's voice at the table when transportation and other community manners are discussed benefits users and funders of public transportation.

2. REACHING UNDERSERVED POPULATIONS

***Partnering with a broad range of agencies increases the likelihood of reaching underserved populations.***

The services provided by Clallam Transit are designed to reach the entire community. Because other agencies have already built strong community connections, especially with traditionally underserved populations, Clallam Transit can broaden its reach by partnering with these agencies. In particular, housing, health, education, immigration, transportation, and public safety agencies can provide a wealth of information and experience supportive of Clallam Transit's goals.

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# INTERAGENCY COORDINATION POLICIES

## 1. COORDINATE WITH GOVERNMENTAL AGENCIES

***Clallam Transit will actively coordinate with governmental entities within its service area.***

State, tribal, county, and local governmental agencies share the common purpose of serving the public and are important partners in public transportation. By partnering with these agencies, Clallam Transit can help shape its operating environment in a way that supports the provision of public transportation. This coordination maximizes the efficiency of public tax dollars by encouraging proactive cooperation instead of retroactive corrections to decisions made in isolation.

## 2. COORDINATE WITH NON-GOVERNMENTAL ORGANIZATIONS

***Clallam Transit will actively coordinate with non-governmental organizations within its service area.***

Clallam Transit's staff has a wealth of information regarding public transportation, but can better understand the community it serves from the specific expertise held by those at non-governmental agencies and organizations. Educational, social service, and health professionals reach many of the traditionally underserved populations of Clallam County and can suggest ways in which Clallam Transit can improve its services.

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# Land Use Coordination

## CLALLAM TRANSIT'S ROLE IN DEVELOPING TRANSIT-FRIENDLY COMMUNITIES

Clallam Transit has a vested interest in thoughtful land use planning. Efficient development patterns conducive to high-quality transit service can support the agency's ridership and environmental stewardship goals.

## GOAL OF LAND USE COORDINATION

**Clallam Transit will actively support transit-friendly land use decisions.**

## LAND USE COORDINATION PRINCIPLES

The principles listed below describe the foundation for CTS's land use coordination:

1. TRANSIT *DISORIENTED* DEVELOPMENT
   ***There is no efficient or effective way for transit to solve bad land use planning decisions.*** Transit is frequently imagined as a solution to compensate for poor development decisions made over time. While transit does indeed help connect people and places, multiple variables directly affect Clallam Transit's ability to be a meaningful transportation service – even with good service design. As a result, there are areas that should not expect to receive even a basic level of transit service.

2. BE ON THE WAY
   ***Development focused along or near existing public transportation corridors and facilities supports an efficient transit network.*** Transit service is most successful when it directly serves many places conveniently throughout the day. Land use and road patterns that require out-of-direction travel increase operating costs and inconvenience riders. Prospective property owners or developers desiring good transit service will most likely succeed if they locate along an existing transit route between two population centers.

3. DENSITY
   ***Land use density and intensity allows for a mix of land uses. Coordination among stakeholders promotes a mix of uses that can support a greater share of trips made by pedestrians, cyclists, and transit customers.*** Transit is effective at serving trips with common origins and destinations, or, at a minimum, shared travel paths. This is only made possible if there is a level of density at which there is the possibility of a regular and sustained commonality in travel pattern. Density also means there are more destinations that will be within walking distance and facilitates more pedestrian activity supportive of and supported by transit. While some studies have found four dwelling units per acre to be the minimum density to support local bus service, densities may need to be two or three times that amount to support viable transit service.

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4. DESIGN

***Infrastructure constructed by developers and municipalities should support the needs of pedestrians and transit facilities.*** Development patterns should support pedestrians and other non-motorized modes to gain easy access to transit. "Complete Streets" principles and design standards that promote a network of local streets and sidewalks, ADA-accessible improvements, and the placement of useful and inviting public spaces near transit support transit use and can reduce dependency upon private vehicle ownership.

5. PARTNERSHIPS

***Fostering partnerships with both public and private entities should be encouraged to cultivate coordinated land use and transportation throughout the region.*** No agency or person alone can ensure that land uses and transportation investments support transit investments. Partnerships are critical to the success of any endeavor, particularly those involving private property, public rights of way, and public transportation.

## LAND USE COORDINATION POLICIES

1. PROMOTE TRANSIT EDUCATION

***Clallam Transit will strive to educate decision-makers and other members of the community regarding the importance of efficient development to successful transit.***

2. ADHERE TO SERVICE DESIGN POLICIES

***Clallam Transit will promote the best practices of land use development by adhering to its service design policies.***

3. COORDINATION WITH OTHER AGENCIES

***Clallam Transit will encourage two-way coordination with jurisdictions and other agencies to support development benefiting the transit network.*** Various jurisdictions, tribes, and agencies are stakeholders in the broader development and planning of Clallam County. To encourage a positive partnership with these other groups, Clallam Transit should provide these stakeholders with early and frequent information and opportunities to provide input. Likewise, Clallam Transit should expect a similar courtesy to be extended.

4. COORDINATION WITH OTHER PLANNING DOCUMENTS AND REGULATIONS

***Clallam Transit will encourage two-way coordination when documents impacting its service goals, principles, and policies are developed and adopted.*** Numerous documents created by municipalities and agencies, including Clallam Transit's Comprehensive Plan, guide land use and transportation decisions. To reduce the likelihood of competing plans or policies, interagency communication should be encouraged. Relevant plans and/or laws include:

a. Comprehensive plans of municipalities
b. Peninsula Regional Transportation Planning Organization plans
c. Washington Transportation Plan (WSDOT)
d. Growth Management Act
e. Americans with Disabilities Act
f. Civil Rights Act of 1964 (Title VI)

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# Staffing

## CLALLAM TRANSIT'S COMMITMENT TO A HIGHLY-QUALIFIED WORKFORCE

Clallam Transit recognizes its workforce as the most critical element of its operations and service to the public. With this recognition comes the responsibility to hire, train, and retain highly-qualified employees that reflect the standard of service Clallam Transit demands on behalf of the public.

## GOAL OF STAFFING

**Clallam Transit will hire, train, and retain a highly-qualified workforce that upholds the service standards expected by the community it serves.**

## STAFFING POLICIES

The policies identified below guide Clallam Transit System as it seeks out new employees, determines the necessary training and resources to prepare employees for carrying out the services of the organization, and identifies strategies to retain employees while simultaneously preparing for future vacancies.

1. HIRE QUALIFIED INDIVIDUALS

   ***Hire the most qualified individuals who best fit Clallam Transit's needs and culture.*** Clallam Transit must utilize effective advertising sources to reach the greatest number of applicants to offer the most diverse candidate pools for consideration. Clallam Transit should continue to review its selection tools and processes to ensure the best candidates are recruited for each position. Clallam Transit should strive to coordinate hiring to minimize vacancies and consider succession planning needs when possible.

2. COMMUNICATE EXPECTATIONS

   ***Establish and communicate expectations for employees.*** Clallam Transit has a duty to provide clear expectations to its employees. Communications of expectations and work should be ongoing and occur throughout their employment. Ideally, the expectations would clearly coincide with Clallam Transit's organizational goals to gain understanding at all levels of the organization and ultimately promote the overall achievement of the organization's goals.

3. SUPPORT EMPLOYEES

   ***Provide the tools and resources to prepare employees to be successful in their respective roles.*** Upon hire, employees need to have ample training and access to resources to ensure their understanding and execution of their roles within Clallam Transit. In addition, continuing training and/or education must be provided to maintain the standard of performance that is expected. Employees should be encouraged to exceed the expectations and promote the betterment of Clallam Transit's services to its communities.

4. INTEGRATE TECHNOLOGY APPROPRIATELY

***Balance human and technological resources.*** Clallam Transit recognizes the value of technology in the workplace and how it can improve services and operations. Clallam Transit continues to explore technology options to improve service and reduce costs; however, it does so with a balanced approach of investment of technology versus impact to services and employee effectiveness. Employees are encouraged to share ideas that may improve the efficiency of the system.

5. SAFETY

***Provide a safe working environment.*** Clallam Transit must provide a safe working environment for its employees and passengers alike. A "living" safety program must exist and be maintained that engages all employees to promote safety in their respective roles. Employees must be provided the proper training, equipment, supervision, support, personal protective equipment and clothing to ensure the safe completion of their duties.

6. COMPENSATE AND REWARD EMPLOYEES

***Offer competitive wages and benefits to recruit and retain highly-qualified employees.*** Clallam Transit strives to offer competitive wages and benefits to recruit and retain the best employees for Clallam Transit's needs. Clallam Transit provides regular recognition of its employees and their performance through formal recognition, as well as informal communications on an ongoing basis to acknowledge employee service excellence.

7. PROMOTE DIVERSITY

***Develop a workforce representative of the diversity of Clallam County.*** Clallam Transit recognizes the value of diversity in its workforce as a tremendous resource to foster new ideas to improve the delivery of its service. Clallam Transit has adopted an affirmative action policy that encourages the recruitment of applicants from all backgrounds and experiences. Clallam Transit prohibits the discrimination or disparate treatment of any individual based upon any legally protected status.

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# Sustainability

## CLALLAM TRANSIT'S COMMITMENT TO THE FUTURE

Clallam Transit does its part to safeguard the community's current and future quality of life by being socially responsible, preserving the natural environment, and maintaining economic vitality. These guiding principles allow Clallam Transit to use its resources efficiently, to engage with its employees and customers, and to increase its ridership, market share, and funding support.

Sustainability is not a program or activity that can stand alone. By definition, sustainability involves everything Clallam Transit does. Sustainability serves as a foundation for Clallam Transit's role in the community.

## GOAL OF SUSTAINABILITY

**Clallam Transit will provide transit services in a way that best meets the needs of present and future generations through actions that balance Clallam County's economic, environmental, and social well-being.**

## SUSTAINABILITY PRINCIPLE

**True sustainability is the intersection of not only what is good for the environment, but also what is economically feasible and results in benefits to those who use and/or fund Clallam Transit.** Sustainability involves practices that make good environmental sense as well as good business sense. It is responsible resource management, drawing upon natural, human, and financial resources to find strong, enduring solutions. It recognizes that environmental considerations are not an end in themselves.

## SUSTAINABILITY POLICIES

1. SUSTAINABILITY IN SERVICES

   ***Manage Clallam Transit's services will promote sustainability.*** Public transportation can play a significant role in achieving sustainability objectives for the region and each of the jurisdictions within Clallam County. However, the financial, natural, and human resources dedicated to public transportation must be effectively employed and well used to achieve this objective.

2. STEWARDSHIP

   ***Build stewardship and service in Clallam Transit's operations.*** As a significant user of resources, stewardship must be an essential component of a transit agency that embraces sustainability. Clallam Transit should strive to be a leader in conservation programs. The leadership of the organization should actively reinforce

a culture that puts a high value on conservation of resources and service to the public. Stewardship also involves a respect for the people who serve and are served by Clallam Transit.

3. PURCHASING

***Establish a sustainable purchasing policy.*** Clallam Transit should have a holistic decision-making process for purchasing equipment and services, such as:

a. Conducting cost/benefit analyses that consider lifespan costs and replacement strategies
b. Establishing procurement decision processes that consider costs involved at each stage of the entire lifecycle of goods purchased
c. Evaluating the impact of staff resources required to support equipment or new capabilities

4. CAPITAL PROJECTS

***Integrate sustainability into facility design, construction, and demolition.*** The physical plant that supports Clallam Transit has a long term effect on the agency's ability to operate efficiently and represents an opportunity to conserve natural and financial resources.

5. TRANSPORTATION ALTERNATIVES

***Provide services that are an attractive transportation alternative compared to travel by private vehicle.*** Reliable and predictable transit service is perhaps the most important characteristic that defines a viable transportation alternative.

6. CONNECTIVITY

***Serve as a regional connection to neighborhoods/jurisdictions, places of employment, community events, and public services in a way that meets the needs of the service area.*** Clallam Transit is a major asset to Clallam County. Staff should actively engage in supporting and informing the land use planning and growth-management activities occurring within the county. Educate planners, developers, and decision makers on the characteristics of land use best supported by public transportation.

7. PUBLIC INPUT

***Maximize public input and stakeholder engagement in Clallam Transit's sustainability initiatives.*** The success of Clallam Transit's sustainability initiatives depends upon authentic and transparent efforts to engage all stakeholders.

8. MULTIMODAL CONNECTIVITY

***Increase interest in multimodal connections.*** The ability to seamlessly transition between various modes of transportation, including bicycles, ferries, and other transit services, helps expand the public's use of alternative transportation.

9. AFFORDABILITY

***Position Clallam Transit to mitigate the effects of rising fuel costs on the segment of the population unable to afford other travel options.*** Improve the cost competitiveness of Clallam Transit's services compared with the use of single occupancy vehicles, both in terms of an individual's time and financial expenditures.

10. SUPPORTING THE COMMUNITY

***Attend to the social and transportation challenges faced by groups within the community.*** Participate in jurisdictions' land use planning and inform supporting transportation infrastructure plans to adapt to meet the changing demographics of the community.

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# Monitoring and Improvement

## CLALLAM TRANSIT'S DESIRE FOR CONSTANT IMPROVEMENT

Customers expect Clallam Transit to provide reliable and convenient service in a courteous and cost-effective manner. For Clallam Transit to ensure the reliability, consistency, and proper development of its transit services, it must continually evaluate and understand the strengths and weaknesses of the products offered. Performance measures exist throughout the agency to ensure a high level of customer service and system performance is maintained.

Sustainability is not a program or activity that can stand alone. By definition, sustainability involves everything Clallam Transit does. Sustainability serves as a foundation for Clallam Transit's role in the community.

## GOAL OF MONITORING AND IMPROVEMENT

**Clallam Transit will frequently monitor its performance to ensure the reliability, effectiveness, and efficiency of its services and to promote overall system improvement.**

## MONITORING AND IMPROVEMENT PRINCIPLES

1. CHANGE AND UNCERTAINTY

   ***Change is inevitable and uncertainty is a reality in any endeavor.*** While there are many prevailing patterns, change is always in the works. The constancy of change ensures there will always be uncertainty that will foil plans or goals that are too prescriptive over too long a period of time.

2. AIM HIGH

   ***A goal or aim that is lofty yet achievable is necessary to direct improvement.*** Despite uncertainty and the constancy of change, the act of establishing goals is fundamental to positive growth and development.

3. CONTINUOUS FEEDBACK

   ***Measures to collect and analyze continuous feedback encourage adaptation to circumstances while maintaining the pursuit of goals.*** Goal setting does little to bring improvement to an agency unless its actual performance is evaluated against those goals through continuous feedback measures. Whether done weekly, monthly, quarterly, or annually, consistent evaluation provides an opportunity to compare actual and desired performance levels within a standard time period, allowing for comparative improvement analysis.

4. COURSE CORRECTIONS

   ***Course corrections and goal modifications do occur and, if done deliberately, can support dynamic adaptation and improvement.*** No long range planning should assume a step-by-step, year-by-year approach. Instead,

regular periods of course correcting and setting should be assumed and unexpected course corrections should be expected.

5. OWNERSHIP

***Regardless of title or function, each department and employee plays a role in improving an organization and, therefore, should take ownership in its performance.*** Improvement of agency services is not the sole responsibility of one individual or department. Agencies must understand that problems or deficiencies of service are often solved by people from different departments. Understanding the interconnectedness of an agency's functions is essential.

6. CHECKS AND BALANCES

***Evaluating more than one measure of performance helps to limit extremism during the implementation of remedial actions.*** By developing a number of complementary performance measures, the results of an evaluation process are more balanced and comprehensive. Measuring just one aspect of a product or process can misguide the suggestions for improvement.

## MONITORING AND IMPROVEMENT POLICIES

1. FIXED-ROUTE PERFORMANCE STANDARDS

***Clallam Transit will adopt performance standards for measuring the success of its fixed-route service.*** Standards imply accountability, comparison, and remediation in the event of non-compliance. Standards should be straight-forward and derived from a rational, transparent basis. Performance standards should reflect an approach that seeks to improve the system's performance as it relates to its riders, the environment, and taxpayers.

2. AGENCY PERFORMANCE MEASURES

***Clallam Transit will use performance measures to evaluate the success of the agency.*** To evaluate the success of the broad services it provides, Clallam Transit will establish performance measures and present performance results to its Board.

3. COMPREHENSIVE PLAN UPDATES

***Clallam Transit will regularly update its comprehensive plan.*** Clallam Transit will review and update as appropriate its comprehensive plan beginning no later than 60 months following the last major adoption and/or revision. Significant public outreach will be required as part of the update process, consistent with the policies of the Communications and Public Input section.

4. COMPREHENSIVE PLAN AMENDMENTS

***Minor amendments to the comprehensive plan may occur at any time, provided the change does not significantly change the scope and/or direction of the plan.***

5. DEVELOPMENT OF OTHER PLANS

***Clallam Transit will prepare for both the short-term and long-term needs of the agency by updating and maintaining a series of planning documents.*** These documents will build upon the goals, principles, and policies contained within the comprehensive plan.

a. Transit Development Plan (TDP) – The Transit Development Plan provides background information on Clallam Transit, accomplishments during the previous year, and planned projects and programs for the following six years. This required plan provides updated information to the Washington State Department of Transportation of the various activities undertaken by Clallam Transit.
b. Transit Asset Management Plan (TAM) – Washington State law requires transit agencies, as a condition of receiving state funding, to submit an asset management plan for certification by the Transportation Commission. The plan must include an asset inventory, an asset condition assessment, the identification of decision-support tools, a project-based investment prioritization, a transit asset management policy, and a state of good repair policy.

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# Appendix A: Fixed-Route Service Design Guidelines

CLALLAM TRANSIT'S ROUTED BUS SERVICE

## FIXED-ROUTE SERVICE DESIGN POLICIES

These policies are based upon the fixed-route service design principles and should be used by staff, the Board, and the public to help guide decisions related to service planning. Some policies relate to the system in general, while other policies are geared toward a specific type of service. It should be the goal of Clallam Transit that all of its services comply with these policies to the greatest extent possible.

### Fixed-Route Service Types

***Clallam Transit will provide a variety of service types – rural, urban, intercity, and regional – to meet the different needs of the county's residents and visitors.***

#### RURAL FIXED-ROUTE SERVICE

Rural transit service provides coverage to low-density areas of Clallam County, including incorporated cities with fewer than 5,000 residents. This service is expected to have lower ridership levels than Clallam Transit's other service types due to lower population and job densities of areas served. Rural service relies heavily upon connections with other service types for its success.

#### URBAN FIXED-ROUTE SERVICE

Urban service serves Clallam County's incorporated cities having at least 5,000 residents. Urban service generally serves passengers with trip lengths of up to three miles and has a frequency of service that allows it to compete with walking. (If a passenger can walk to his or her destination as quickly as waiting for and completing a trip made by transit, the transit trip becomes significantly less attractive.)

#### INTERCITY FIXED-ROUTE SERVICE

Clallam Transit's intercity service connects the three incorporated cities of Clallam County. This service travels at higher average speeds in an attempt to compete with personal vehicles. Therefore, access points may be somewhat limited.

#### REGIONAL FIXED-ROUTE SERVICE

Regional routes connect Clallam County with points of regional significance beyond the county's borders. Because of the distances covered by regional service, access points are very limited to allow for increased speed and competitiveness with personal vehicles. Regional fixed-route service is exempt from Federal requirements for complimentary paratransit service.

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## Service Allocation

Transit agencies typically try to balance different (and sometimes competing) aspects of service allocation, including the geographic extent of service, the distribution of service among different geographic regions within the service area, and the percentage of the service area's total population served. Each aspect should be considered when determining policies for allocating service.

### GEOGRAPHIC EXTENT OF SERVICE

***Clallam Transit fixed-route service will be available within ½-mile of at least 80 percent of Clallam County's residential population.*** Studies show that customers are willing to walk up to ½-mile to reach transit services. Attempting to serve every square mile of a rural county with fixed-route service would likely result in wasted resources and limited ridership potential. Adherence to this policy can be measured using census data.

### DISTRIBUTION OF SERVICE TYPES

***Clallam Transit fixed-route service will be allocated in a way that maximizes the overall efficiency of the transit system.*** Rather than identifying specific percentages, the distribution of service types will use ranges of percentages. This practice helps ensure a balance of coverage for areas of varying population densities.

The following maximum rates will guide Clallam Transit's allocation of service:

- Rural Service: No more than 15 percent of annual fixed-route service hours
- Urban Service: No more than 50 percent of annual fixed-route service hours
- Intercity Service: No more than 50 percent of annual fixed-route service hours
- Regional Service: No more than 15 percent of annual fixed-route service hours

### POPULATION SERVED

***Clallam Transit fixed-route service will be provided more robustly in areas with higher population densities.*** Because population density is a key indicator of transit ridership potential, it should be expected that areas of Clallam County with higher populations will be allocated more transit service than less dense areas.

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## Service Span Policy

***Clallam Transit will provide the broadest span of service financially and operationally possible.*** The span of transit service impacts the usefulness of transit for many riders. If service begins too late, many riders become unable to use transit for their commute. Likewise, service that ends too early limits riders from using transit for evening shopping, dining, or other activities. The benefits of a broad span of service must be weighed against the significant cost and staffing implications for the agency.

The span of transit service for each type of service will be as follows:

| Type of Service | Day | Span |
|---|---|---|
| **Rural Communities** | **Weekdays** | **7 am to 8 pm** |
| | **Saturdays** | **7 am to 7 pm** |
| | **Sundays/Holidays** | **No Service** |
| **Urban (cities with fewer than 10,000 residents)** | **Weekdays** | **7 am to 6 pm** |
| | **Saturdays** | **9 am to 5 pm** |
| | **Sundays/Holidays** | **No Service** |
| **Urban (cities with at least 10,000 residents)** | **Weekdays** | **6 am to 10 pm** |
| | **Saturdays** | **7 am to 9 pm** |
| | **Sundays/Holidays** | **No Service** |
| **Interurban (between cities)** | **Weekdays** | **6 am to 9 pm** |
| | **Saturdays** | **7 am to 8 pm** |
| | **Sundays/Holidays** | **No Service** |
| **Regional** | **All days** | **Trip-specific scheduling** |

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## Headway Policy

***Clallam Transit will provide service frequencies that are appropriate for the type of service and the distances traveled.*** Frequent service allows passengers to use transit in a more spontaneous manner than schedules with infrequent service. However, providing excessive frequency adds unnecessary cost, decreasing the overall efficiency of the transit system. The maximum headways for each type of service will be as follows:

| Type of Service | Day | 6am to 6pm Headways | Early AM / Late PM Headways |
|---|---|---|---|
| Rural | Weekdays | 60 minutes (Shuttles)<br>180 minutes (Long-haul) | No service (Shuttles)<br>1 trip (Long-haul) |
| | Saturdays | 60 minutes (Shuttles)<br>240 minutes (Long-haul) | No service (Shuttles)<br>1 trip (Long-haul) |
| | Sundays/Holidays | No Service | No Service |
| Urban | Weekdays | 30 minutes | 60 minutes |
| | Saturdays | 60 minutes | 60 minutes |
| | Sundays/Holidays | No Service | No Service |
| Intercity | Weekdays | 30 minutes (PA<>Sequim)<br>120 minutes (PA<>Forks) | 60 minutes (PA<>Sequim)<br>1 trip (PA<>Forks) |
| | Saturdays | 60 minutes (PA<>Sequim)<br>240 minutes (PA<>Forks) | 60 minutes (PA<>Sequim)<br>1 trip (PA<>Forks) |
| | Sundays/Holidays | No Service | No Service |
| Regional | All days | Trip-specific scheduling | Trip-specific scheduling |

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## Stop Placement and Spacing Policy

***Clallam Transit will balance access, speed, schedule, and safety when determining the location and spacing of bus stops.*** Bus stops provide riders and Transit Operators with reliable, understandable, and consistent locations to begin or end a transit trip. When bus stops are too close together, travel times increase due to the frequent stopping of the bus. When bus stops are too far apart, some riders may have difficulty accessing transit service.

Fixed bus stops will, at a minimum, include a Clallam Transit bus stop sign informing passengers of service. Additional amenities, such as benches, shelters, waste receptacles, and bicycle racks, should be considered in relation to the ridership measured or anticipated at the stop.

When placing bus stops, Clallam Transit should consider:

- the stop's relationship to high-demand destinations,
- the stop's proximity to intersecting routes and transit facilities,
- the ability for customers to safely access the stop from both sides of the street,
- and the ability for the bus to quickly and safely reenter traffic.

The following guidelines will be used when determining the distance between bus stops:

| Location | Minimum Stop Spacing | Maximum Stop Spacing |
|---|---|---|
| **Incorporated Cities** | **800'** | **1500'** |
| **US 101 between Port Angeles and Sequim*** | **1500'** | **3000' (as roadway design permits)** |
| **US 101 between Port Angeles and Forks*** | **1500'** | **1 mile (as roadway design permits)** |
| **US 101 between Sequim and Jefferson County Line** | **As roadway design permits and WSDOT allows** | |
| **SR 110 between Forks and La Push** | **As roadway design permits and WSDOT allows** | |
| **SR 112 / SR 113 between Sappho and Neah Bay** | **As roadway design permits and WSDOT allows** | |
| **SR 112 between Laird's Corner and Lyre River** | **As roadway design permits and WSDOT allows** | |
| **Regional Fixed-Route Service** | **At least 5 miles between stops (to comply with Federal "commuter bus" guidelines to maintain exemption from complimentary paratransit service requirements)** | |

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## Route Numbering Policy

***Clallam Transit will number its routes in a way that assists customers in orienting themselves in the transit network.*** Assigning route numbers by decades (10's, 20's, 30's, etc.) helps transit users as they plan trips. To reduce confusion, transit route numbers should not match Washington State route numbers. Therefore, Routes 101, 110, 112, and 113 will not be used. Route numbers should avoid matching route numbers used by adjacent transit agencies.

When a route changes significantly enough that it no longer resembles itself, a new number will be used. Additionally, several years should pass before a route number previously used is reintroduced on a new route.

The following numbering scheme will be used for routes in the Clallam Transit network:

| Location | Route Numbers |
|---|---|
| **Points west of Port Angeles** | **10-19** |
| **Port Angeles** | **20-29** |
| **Points between Port Angeles and Sequim** | **30-39** |
| **Sequim** | **40-49** |
| **Points east of Sequim** | **50-59** |
| **Regional Routes** | **100-199 (except 101, 110, 112, and 113)** |

## Service Area Adjustment Policy

***Clallam Transit will review its service area on a regular basis to identify areas where additional transit service is warranted or existing transit service is not warranted.*** Although Clallam Transit's fixed-route service currently serves nearly every mile of state highway within Clallam County, it is possible that future changes in land use may warrant an expansion of transit service. Staff will utilize proven transit planning methods and solicit public input to determine areas of potential expansion.

Several tribal nations provide transit service to areas within Clallam County. It is possible that, following consultation with each tribal nation, a cooperative expansion of Clallam Transit's services to tribal lands could be feasible.

Additionally, the geography of Clallam and Jefferson Counties lends itself to cooperation between the two transit agencies. It is possible that a consolidated public transportation benefit area could prove beneficial from both financial and service standpoints.

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